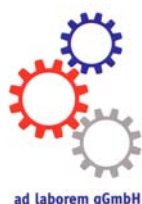




Manual for Tutors
Occupational Integration for People with Disabilities:
The Paradox of Combining Welfare and Market Principles



Developed and published by:

Prof. Dr. Bernhard Ling
Department of International Business
University of Cooperative Education Mannheim



Education and Culture

Leonardo da Vinci

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1. Introduction

This manual is designed to provide you with guidance in the role of the tutor. It is meant to support and to facilitate the work with the given RePro case and is not, by any means, an attempt to stipulate how to conduct the case study.

2. General concept

The RePro case is divided into two parts. The first part covers the business years of 1991 and 1992, whereas the second part comprises the years 2003 to 2006. Both parts differ concerning the following aspects:

2.1 Working objectives

The first part introduces students to the RePro approach and provides preliminary information about ad labore gGmbH. By working on this part, students are supposed to understand the principle and the requirements of this possibly new working method. An additional objective is to grasp the business strategy of ad labore gGmbH and engage with it on a cursory level.

The second part, however, is designed to allow students to immerse themselves in the issues affecting ad labore gGmbH and to successfully engage with the given working method.

2.2 Level of difficulty

Because of the different working objectives, both parts differ in their level of difficulty. The first part deals with ad labore gGmbH on a more cursory level, raising questions in order to motivate students to reflect on this case. In contrast, the second part goes more into detail, emphasizing the aspect of change management. Instead of more questions to answer, students are encouraged to look for further information on the Internet, as indicated by the listed web links. The material requires

independent engagement and active participation of students, giving them an opportunity to develop their own problem-solving skills.

2.3 Explanation for students

The appendix contains another document that explains the general concept of the RePro case to students. Therefore, you may either explain the general concept when introducing the RePro case or include the enclosed document into the RePro case as a hand-out.

3. Suggested implementation

With respect to aforementioned differences of both parts, the following guidelines for implementing and conducting this RePro case may be helpful:

For one thing, we propose the timely shifted introduction of the two parts and recommend your varying the time you spend on each. For the first part you should allow a period of two or three weeks. During this time students will have an opportunity to familiarize themselves with the RePro approach and gain a sufficient overview about ad laborem gGmbH. Students will then be presented with the second part and work on the remainder of the case for about seven or eight weeks, depending on the intended intensity for working on the RePro case and the available time-frame.

Alternatively, we suggest dividing the group of students into several groups in order to tackle the second part. Because of its four modules, it would be highly recommended to create four departments: change management, human resource management, logistics and accounting. By dividing the group into the stated departments, the work on the RePro case will reflect the proceedings within a company. The students will be compelled to communicate with other departments in order to gain necessary information, thus simulating typical communication processes of a real-life business environment.

4. Possible questions and sources

As there are no questions in the second part, we provide you below with a few ideas for possible questions. In case students have difficulty developing their own questions or if you want to make questions available right from the beginning, you may find our ideas helpful. For further information on each module, you may also consult the following sources.

4.1 Change management

4.1.1 Questions

- Answer the following two questions and talk about the results with the responsible department:
 - What improvements could be made to optimize the actual logistic process? Use the illustration in Appendix 2.
 - What difficulties may change management involve?
- What kind of advice would you give each department on possible improvements or on different solutions? Explain what kind of changes you thought were appropriate and why?

4.1.2 Sources

- Five basic principles, and how to apply them:
<http://www.teamtechnology.co.uk/changemanagement.html>
- 10 Principles of Change Management:
<http://www.strategy-business.com/resilience/rr00006?pg=0>
- Change Management:
<http://www.businessballs.com/changemanagement.htm>
- Change Management:
<http://www.boozallen.de/media/file/138141.pdf>

4.2 Human resource management

4.2.1 Questions

- There are two types of contract between a company and its employees. While the employment contract is written, the other – the psychological contract – is not.
 - What characteristics define the psychological contract between the ad laborem gGmbH and its employees?
 - What measures could the HR management take to sustain the commitment of employees?
 - In the case of the ad laborem gGmbH, what are the respective objectives of employer and employees?
- How should the HR management react to the problem of fluctuating orders?
 - Should they resort to non-standard employment contracts?
 - What are the benefits and the drawbacks of standard versus non-standard employment contracts in this situation? Think of Atkinson's model of the flexible firm.
- Apart from the reward system in use already, what other methods for motivating employees could the company devise? How will the fact that the ad laborem gGmbH mainly employs socially disadvantaged people affect the design of a reward system?

4.2.2 Sources

- Chartered Institute of Personnel and Development:
www.cipd.co.uk
- People management:
www.peoplemanagement.co.uk
- Personnel today:
www.personneltoday.com

4.3 Logistics

4.3.1 Questions

- What is KAIZEN? What are the advantages of this organization principle?
- What kind of problems does a logistics manager have to face, e.g. high storage costs etc.? How can these problems be dealt with?
- Why is sending out full truck loads more cost-saving than sending out partial truck loads?
- What kind of problems does the inability of assessing the daily workload entail?

4.3.2 Sources

- Flow production method:
http://www.tutor2u.net/business/gcse/production_flow.html
- Logistics:
<http://www.oracle.com/applications/scm/index.html>

4.4 Accounting

4.4.1 Questions

- After the shift from cable loom production to spare parts packaging (2004-05), why do you think labour and other costs remained roughly the same, while only the material costs decreased?

5. Appendix

Conception of the RePro case

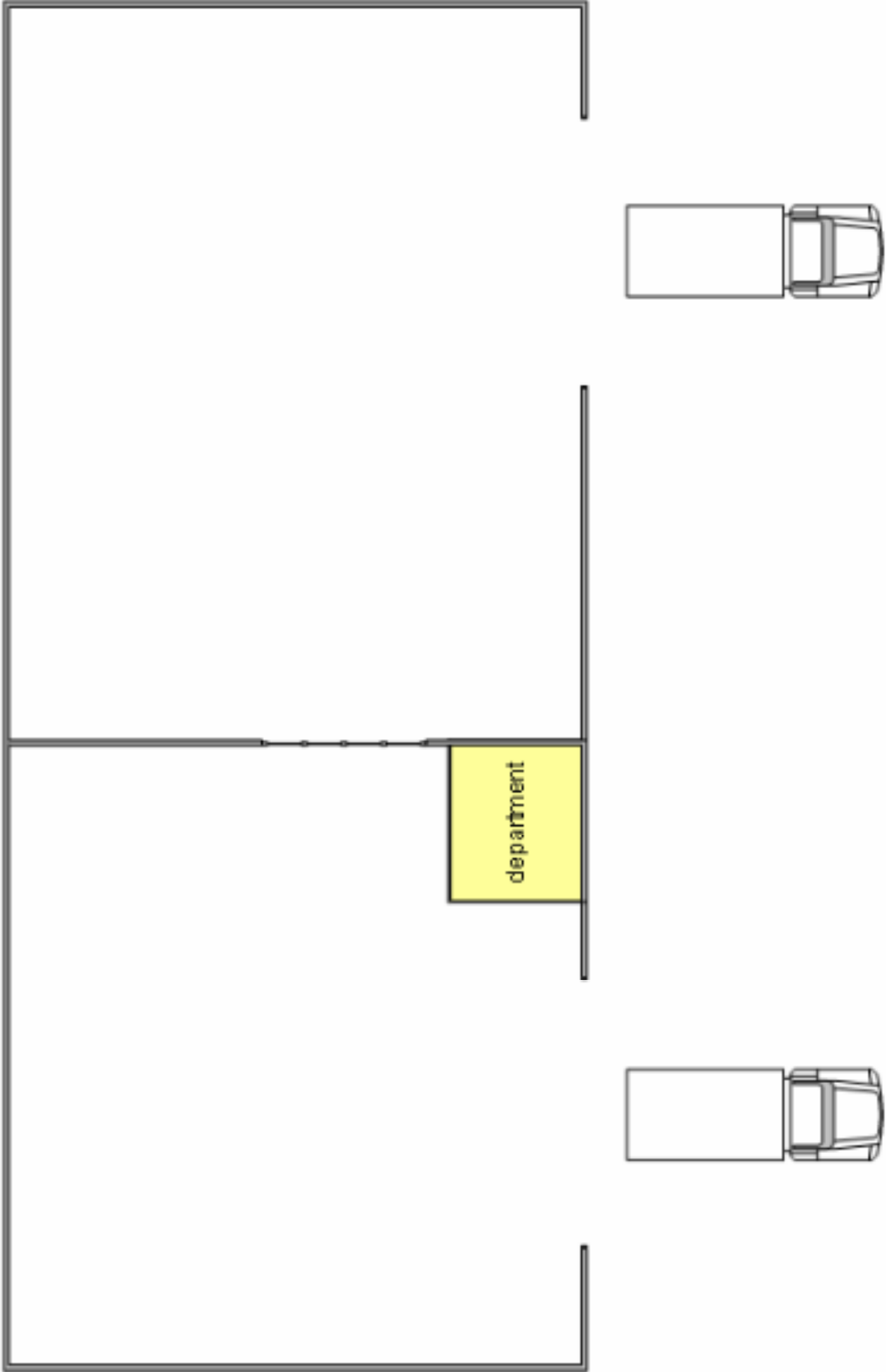
The RePro case “Occupational Integration for People with Disabilities: The Paradox of Combining Welfare and Market Principles” is divided into two parts. The first part covers the business years of 1991 and 1992, whereas the second part comprises the years 2003 to 2006.

The first part introduces you to the RePro approach and provides preliminary information about the ad laborem gGmbH. By working on this part, you will learn the principle and the requirements of this possibly new working method.

The second part, however, is designed to allow you to delve into the issues affecting the ad laborem gGmbH and to successfully engage with the given working method.

You will be working on the first part for two or three weeks before you will be introduced to the second part. You will then have at least seven to eight weeks to tackle the second part.

This short explanation should suffice for you to launch into the RePro case and now is your turn to get started!





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